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MAGAZINE

Post of the Month:

Holy See



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On the Cover

Papal Swiss Guards in Vatican City march to the swearing-in ceremony of Swiss Guard recruits, which is held annually on May 6.

Photograph by Ettore Ferrari/Corbis



Opportunities to Make a Difference in Afghanistan, Iraq and Pakistan

This month marks the beginning of the 2012 assignment season for Afghanistan, Iraq and Pakistan. Jobs in A-I-P are among the most challenging and rewarding in the Foreign Service. As Deputy Secretary Nides notes elsewhere in this edition of *State Magazine*, these jobs remain our highest staffing priority.

I am proud that we have successfully staffed A-I-P with volunteers, and I hope to continue doing so. I believe that one of the reasons behind our success is that we worked hard, and will continue to do so, to make sure that those who choose to serve in these challenging posts have the training and support they need.

Rather than directing Foreign Service employees to particular positions, I prefer to give them every opportunity to decide when it is best for them and for their families to serve in A-I-P. This allows employees flexibility in choosing the timing and country. Of course, there are also practical benefits in taking on such assignments. We offer service recognition packages with monetary incentives, additional R & R's and the possibility of linked assignments. In addition, both the Selection Boards and DCM and Chief of Mission selection committees take particular note of service at these posts, though performance quality is and will remain the key to future success.

When I have visited Iraq, Afghanistan and Pakistan, I have seen men and women serving at our Missions who were fully engaged in promoting peace, security, stability and economic development. These highly-motivated professionals understand the stakes involved in managing these vital relationships and how critical A-I-P is to our national security.

In Iraq, we have the opportunity to help the people continue the dramatic progress now underway toward building a stable democracy in the heart of the Middle East. Iraq has rejoined the international community diplomatically, economically and politically. The 2010 elections produced an inclusive government, one that is taking full responsibility for the nation's internal security. And, in a vote of confidence, the Arab League has decided to hold its 2011 Summit in Baghdad.

The drawdown of U.S. troops over the course of this year will enhance civilian engagement in Iraq. Our diplomats and development experts will play a more prominent role, helping Iraq to meet its diplomatic,

political, economic and security goals. In 2011, the State Department will transition former Provincial Reconstruction Teams to consulates and Embassy Branch Offices. Many of the functions previously carried out by the U.S. military, such as rule of law and governance programs, will be handled by interagency civilian teams working at the Embassy and the constituent posts. Opportunities to make a difference abound.

In Afghanistan and Pakistan, our role is no less critical. We are engaged in a major civilian effort to help build up the governments, economies and civil societies of both countries. Secretary of Defense Robert Gates has echoed Secretary Clinton's recognition of the critical role civilians—from over ten different agencies—are playing, emphasizing the “decisive role reconstruction, development and governance play in any meaningful, long-term success.” You can be a part of this, right on the cutting edge of diplomacy and our nation's foreign policy.

I know from my own experience in Pakistan that while these jobs can be challenging, they are also personally and professionally rewarding. We highlighted some of these experiences in the May edition of this magazine.

I encourage you to consider volunteering. The men and women who volunteer for these positions do so because they want to make a difference. They deserve our nation's gratitude, and I would like to thank them for their service.

A handwritten signature in dark ink that reads "Nancy J. Powell".

Nancy J. Powell
Director General



Among the consulate general's participants were, front from left, Stacey Session, Kris Arvind, Tonya Harding, Prasanna Arvind, Kerry McIntosh and Connie Wilson. At rear from left are Dana Pierce, Vayden Ferguson, Phil Drouin, Lori Berger, Linda Goodman and Sherri Epongo.

Lagos Team Runs for Breast Cancer Cure

A team from the U.S. Consulate General in Lagos, Nigeria, participated in the Run for a Cure Africa race/walk in March to raise funds for breast cancer awareness and research.



The race, coordinated by the American International School in Lagos, had more than 900 participants on its 6.5 kilometer course and raised more than \$120,000 to fight breast cancer in Nigeria and abroad.

Race Director Ebele Mbanugo, vice-principal at AISL, thanked participants, saying, "Because of you, women throughout Nigeria will be able to receive free breast cancer screenings and subsidized treatment."

Donations will underwrite patient treatment and support the Susan G. Komen Race for the Cure and a local medical mission, where U.S. and Nigerian doctors will do breast cancer diagnosis and surgery.

Race participant Prasanna Arvind, the community liaison office coordinator, said she was excited to participate and had previously participated in Race for the Cure events in Peoria, Ill.

Consulate in Ciudad Juárez Remembers Its Own

In March, the U.S. Consulate General in Ciudad Juárez, Mexico, held a one-year anniversary memorial service to remember Lesley Enriquez, Arthur Redelfs and Jorge Salcido.

On March 13, 2010, gunmen killed Enriquez, a passport and citizenship assistant at the consulate, and Redelfs, her husband, as they were driving home from a weekend children's party. Enriquez was pregnant with the couple's second child. Their infant daughter riding in the back seat was uninjured. In a separate incident, Salcido, husband of Hilda Antillon of the consulate's fraud prevention unit, was also murdered as he drove home from the party.

Consulate employees and families and friends of the victims joined then-Ambassador Carlos Pascual and other dignitaries from Mexico City and Washington, D.C., for the memorial service.

"As painful as it is for us to remember that tragic day, it is important that we come here today, together, to continue the healing," the ambassador said.

Following the service, many lingered to share stories and reflect.

"It's been a year, and it still hurts just as

bad," said Santiago Burciaga, the consulate's former immigrant visa chief who helped hire Enriquez in 2001.

"Everything about Lesley exuded happiness," recalled Consular Officer Marlene Phillips. "She was such a great representation of what this place really is—people who are passionate about their work, who work diligently every day and who really, truly love each other."

Claudia Benavente, a 15-year veteran in the visa section, smiled while recalling Salcido. "It was fun talking with him because he was always telling jokes," she said. "He was a great human being, a great father. He would always open his heart to others."

As part of the remembrance, the consulate community dedicated a

standing clock, which will be located in the consulate's main entrance.

"The clock will stand here as a constant reminder of the good times with Leslie, Art and Jorge," then-Ambassador Pascual said. "It will also serve as a reminder that as time passes life continues, and through time those deep wounds, which we will always carry with us in our hearts, will slowly begin to heal."



Right: During a memorial service, then-Ambassador Carlos Pascual comforts Foreign Service National Hilda Antillon, whose husband, Jorge Salcido, was killed in Juárez last year on the same day as FSN Lesley Enriquez and her husband, Arthur Redelfs. **Below:** Father Hesiquio Trevizo from the Diocese of Ciudad Juárez speaks at a memorial service where a memorial clock was installed at the consulate to honor those lost to the violence in Juárez.





Embassy Moscow American Citizens Services staff members involved in the Expat Infrastructure Project include from left Vasily Fedosov, Katya Lobanova, Aleta Kovensky, Svetlana Mirontseva, ACS Chief Phil Skotte and Igor Krivoshey. Other than Kovensky and Skotte, all are Locally Employed Staff employees.

Americans and other expatriates living in Russia could not easily find a school, club, doctor, attorney or house of worship until the U.S. Mission in Russia created the Expat Infrastructure Project to identify, strengthen and publicize resources for foreigners visiting and working in the Russian Federation. Although the consular sections at U.S. posts in Moscow, Yekaterinburg, Vladivostok and St. Petersburg have long offered information about resources in their respective cities and consular districts, the Expat Infrastructure Project aims at resources beyond those cities.

The project uses an interactive map of Russia that has links to regional governments' Web sites, and is on the Web pages of the Mission's constituent posts. It is supported by Russia's Ministry of Foreign Affairs and involves regional governments across Russia. The governments created English versions of their Web sites,

making them more accessible to expatriates; the number of such sites has grown from 11 to 30 in six months.

The Mission's consular sections use the map and Web site project to encourage Russians to see that a healthy expatriate infrastructure is in their interest. The project dovetails with Russian government practices aimed at attracting skilled foreign workers and tourists. Five provincial Russian governors have told embassy staff that they see healthy expatriate infrastructure as key to their region's economic development.

The project asks Americans in the Smart Traveler Enrollment Program about resources in their communities. The Mission's expanded database of expat-friendly resources will aid incoming American citizens and be helpful in emergencies.



Infrastructure For Expats Mapped in Russia

Department Signs Clean Energy Agreement

The Department of State has acted to cut its environmental footprint by making renewable wind and solar energy a significant portion of the electricity it buys. An energy-savings agreement signed by the Department was awarded competitively, and the clean energy purchased is expected to be cost-neutral over the contract's term.

The innovative agreement involves Constellation Energy, which is investing in wind and solar photovoltaic energy, and Unicor/Federal Prison Industries, which is using its contracting and renewable energy expertise. The pact provides clean energy at set prices for the next 20 years.

The agreement accords with President Barack Obama's goal of using the purchasing power of the government to advance clean energy and having the nation use 80 percent clean energy by 2035. In addition, this agreement complements the Secretary's Greening Diplomacy Initiative by highlighting how the Department is reducing its environmental footprint and leading by example.

Under Executive Order 13514, the Department will reduce its greenhouse gas emissions by 30 to 35 percent compared with fiscal year 2008 by December 2012, surpassing its previous goal of a 20 percent reduction by 2020.



Ambassador's Residence Features Special Artists

A recently installed ART in Embassies exhibition at the U.S. ambassador's residence in Lima, Peru, features the work of four artists who are members of Very Special Arts, an international nonprofit organization founded more than 35 years ago by Ambassador Jean Kennedy Smith to create a society where people with disabilities learn through, participate in, and enjoy the arts.

The exhibit marks the first time so many VSA artists have participated in an AIE exhibition and the first time that most of the exhibited artists have shown their work outside the United States. To assemble the exhibit, Ambassador Rose Likins worked closely with AIE curator Sarah Tanguy, initially using the VSA online registry to make her selection.

The chosen artists were Nancy Asbell of St. Johns, Florida; Joel W. Carlson of Honolulu, Hawaii; Catherine Clark of Centralia, Washington; and Marie Smeznik of Santa Barbara, California. Their paintings and quilt are displayed

alongside paintings, photographs and quilts done by seven additional artists in an exhibition that celebrates

the diversity of the American landscape and the nation's quilting tradition.

"Impressionism is not only a style of painting, but can also be a worldview," said Clark, who has bipolar and post-traumatic stress disorders. "Getting too close, scrutinizing and over-analyzing makes everything seem askew. Stand back, and perfection and beauty come into focus."

By contrast, Carlson uses a tight, realistic style in his watercolors, working mostly from live plants. Asbell had to learn to paint and create music again after being

diagnosed with lupus in 1996. She said she seeks to bring viewers a sense of calm. Smeznik, who has Parkinson's disease, said she sees the pieces of her "Rainbow" work

forming a striking, bright design with great depth.

"The creativity of the works on display, many of which highlight the beauty of nature, encourages

us to reflect upon the need to conserve our environment, a key policy objective of both the U.S. and Peruvian governments," Ambassador Likins said.



Peru

One item in the exhibit, the watercolor "Amazon Rainforest," was painted in 1999 by Joel W. Carlson.



Swiss, American Women Leaders Meet

At the first American-Swiss Women's Leadership Conference, Secretary of State Hillary Rodham Clinton challenged participants "to create the mechanisms, connections and partnerships to help advance the participation of women in both our countries."

The 60 Swiss and American women leaders who convened March 7 at the Federal Parliament in Bern, Switzerland, included CEOs, policy makers, government leaders from the White House and the Swiss Federal Council, journalists, authors, analysts and entrepreneurs.

In an opening video, Secretary Clinton noted that Swiss women hold the majority in the Swiss ruling body, the Federal Council, but that in Switzerland and worldwide women are too often underrepresented in boardrooms, government sessions and peace negotiations.

The one-day conference, which marked the 100th anniversary of International Women's Day, was the brainchild of Megan Beyer, the wife of U.S. Ambassador to Switzerland Don Beyer. A television journalist, she moderated the proceedings, which focused on the glass ceiling, work/life family balance and pay equity. U.S. Ambassador to the Organization for Economic Cooperation and Development Karen Kornbluh presented recent data on women in the world economies, and former director of the White House Office on Women Betsy Myers said women are at the vanguard of the newest developments in leadership.

Participants included women's rights advocate Kate Michelman;

Swiss Ambassador for Economic Affairs Marie Gabrielle Ineichen-Fleisch; Deputy Counsel to Vice President Biden Astri Kimball; Swiss Re Global Head of Diversity and Inclusion Nia Joynson; General Manager for Catalyst Europe Tabi Haller-Jorden; and Ann Crittenden, author of *The Price of Motherhood*.

Ambassador Beyer said the lack of robust engagement of women in leadership worldwide was tragic and called on women to enlist men in women's empowerment.

The embassy's public affairs section led in organizing the conference, but all embassy sections contributed. Funding came from three Swiss companies and a grant from the public affairs section, which generated good press coverage and taped videos throughout the day. The videos are on the conference's Web page, <http://bern.usembassy.gov/wdconf2012.html>.

At the conference, Swiss and American women leaders evaluate initiatives for breaking the glass ceiling and balancing work and family.



OIG Puts Innovative Practices on Web Site

The Department's Office of Inspector General recently launched a Web page on the intranet that features "best practice"-like case studies identified by the office's inspection and audit teams during visits to embassies, diplomatic posts, bureaus and international broadcasting installations worldwide. OIG said the new Innovative Practices site provides a forum for Department staff to jointly solve problems, overcome challenges, work smarter and implement creative solutions.

"With this new tool, OIG can share information about creative and proven approaches and address some of the Department's most persistent challenges," said Deputy Inspector General Harold Geisel.

The IP Web page consists of case studies broken down by mission (domestic or overseas) and category, such as public

diplomacy or management. Each case study presents the issue or challenge involved, some background and the innovative practice, benefit and contact information for the case. Each also has a real-time discussion thread where Department employees can ask questions, provide feedback and share ideas. The thread is monitored by the post or bureau implementing the practice. The site has snapshots of the most recent comments and links to add a thread to a discussion or view the entire discussion for each innovative practice.

Department staff are welcome to visit the site and add thoughts to the discussion thread. The IP site can be accessed directly from the photo icon on the right-hand side of OIG's intranet homepage at <https://oig.s.state.sbu/>.



STATE

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The LGBT Movement Springs from the Stonewall Riots

Each June since 1970, Americans have celebrated Lesbian, Gay, Bisexual and Transgender Pride Month. Why June? It coincides with the anniversary of the 1969 Stonewall riots in New York City. The Stonewall Inn, a bar in New York City's Greenwich Village, was a popular gathering spot for the ostracized LGBT community. Like other LGBT gathering spots at that point in history, police often raided the Stonewall Inn and beat, arrested and jailed patrons simply for being themselves. In this way, the police raid that started on June 28, 1969, was typical. The events that followed were not.

That night, the patrons of the Stonewall Inn fought back. They rioted in the streets, protesting the discrimination and intolerance they had faced for decades. Although the police continued to beat and arrest the protestors, the riots continued. Over the course of several days, the protestors' strength and courage grew, and others in the neighborhood and across the city joined them. As word of this event spread, the actions of the protesters at the Stonewall Inn gave courage and hope

to LGBT individuals across the country. More and more communities united against the injustices and violence LGBT individuals faced.

On the first anniversary of those riots, people of all backgrounds gathered at the Stonewall Inn and across the nation to commemorate this catalytic event in the modern-day LGBT rights movement. Subsequent annual celebrations grew to become what we now know as LGBT Pride Month, which was first declared by President Bill Clinton in 2000. Once again this year, we celebrate the pride, strength and unity that led to the Stonewall Riots and that members of the LGBT community have demonstrated since.

As a nation, we have come a long way since June 28, 1969. In addition to society's increased understanding and acceptance of the LGBT community, there have been several important legislative and policy changes. These include hate crimes protections for LGBT people, the recent repeal of the "Don't Ask, Don't Tell" policy and an increase in employment protections, such as the inclusion of sexual orientation and gender identity in the Department's and USAID's nondiscrimination policy statements. The Department now also extends employment benefits to same-sex domestic partners of Foreign Service employees in connection with assignments abroad and approved a J-1 visa program to allow same-sex domestic partners to accompany their Foreign Service spouses on domestic assignments.

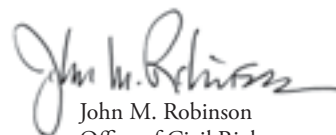
While we use this occasion to reflect upon and celebrate our accomplishments, we also note the work that remains to be done to ensure the equality and fair treatment of the LGBT community in the United States and abroad. In the

United States, LGBT youth are three times more likely to be bullied and eight times more likely to commit suicide than their peers. Across the world, LGBT individuals continue to face fines, imprisonment and beatings—and in seven countries, being LGBT can be punishable by death.

Secretary Clinton has clearly demonstrated in word and deed that there is no place in our workforce for inequality and discrimination. We in the Office of Civil Rights will uphold that mandate and continue to work to ensure that equity, fairness and inclusion are extended to LGBT employees. We will continue to stress the importance of diversity in the workplace and will remind all staff that harassment or discrimination of any kind will not be tolerated.

Department employees as a whole can contribute to workforce equality. The best way is by continuing to hold ourselves to the highest principles of professionalism, including treating one another with dignity and respect in spite of our differences, and valuing each other in part because of those differences.

Pride Month is a time for celebration. We invite you to join us in celebrating the contributions of LGBT employees and to commit to equality in the Department of State.


John M. Robinson
Office of Civil Rights

Flashback

FSO meets his visa interviewer—16 years later /// *By Raj Sriram*

In 1996, I decided to come from India to the United States to attend Purdue University, which had granted me a full scholarship for its two-year communications master's program. With the university-issued Form I-20 in hand, I went to the U.S. Consulate in Calcutta to apply for my student visa. To my shock, I was denied.

In disbelief, and fully convinced there'd been a mistake, I next tried the U.S. Consulate in Chennai, my hometown. There I was interviewed by Laurel Steele, a relatively new Foreign Service officer. My I-20 had since expired (I'd not enough time to get a new one from Purdue), and my prior visa rejection was there in my passport.

Steele was busy: Consular sections were dealing with a huge wave of Indian applicants as a result of the first wave of information technology outsourcing.

Taking Time

It would have been easy for her to reject my application outright, but Steele took the time to hear my story and showed compassion as I discussed my aspirations. She offered me encouragement and committed to giving me a visa if I came back with a renewed I-20 and scholarship offer.

I kept that promise.

Two years later, I got my master's degree in mass media at Purdue. I then spent 16 more years in the United States, working at companies like Citibank and Capital One. In 2001, Capital One sponsored me for a green card; it later underwrote my MBA at Columbia University. There, I met my wife, a Bulgarian attending the School of International Affairs who dreamed of joining the U.S. Foreign Service.

Her vision and enthusiasm were infectious. I'd wanted a more meaningful career that would allow me to serve my newly adopted homeland in return for all the opportunities it had given me. When my wife became a U.S. citizen, she convinced me to take the FSO test with her last year.

We both passed, gained our security clearances and in July are leaving as a tandem couple to serve as entry-level officers in Dhaka, Bangladesh.

While packing our possessions before coming to Washington, D.C., I came across a yellowed I-20 from Purdue along with Laurel's business card. I checked and found her name in the address directory and e-mailed her about our connection. She said she was amazed, and a week later we met up for coffee, where I thanked her in person. A simple but compassionate gesture on her part—to look at me as something more than a simple visa case—allowed





Gathered after a brunch at Laurel Steele's place are from left, Laurel, the author and son Emil, his wife Ogniana and Laurel's husband, Doug.

me to have such wonderful experiences in the United States and put me on a path to serve the U.S. government myself.

Steele is also part of a tandem couple. Her husband, Doug Kelly, retired recently and she is retiring in four months. We plan to meet again and include our spouses. ■

The author is a vice consul at the U.S. Embassy in Dhaka, Bangladesh.

The Interviewer's View

By Laurel Steele

Unbelievably, I do remember the young man with a full scholarship to Purdue who was almost in tears when he came to my visa window. When I got his e-mail, it all started to come back to me.

In the mid-1990s, the consular section in Madras, now Chennai, struggled with the huge number of H-1B visa applications from Indians traveling to Silicon Valley to work in high-tech industries. Every day, our small section—usually only three officers—struggled to handle the workload and address the change in the kinds of applicants we had been used to seeing.

We were swamped.

Many of the students seeking visas had great credentials and were going to excellent schools, mainly to study the sciences. Strange as it sounds, as Raj talked to me over coffee 16 years later, I remembered his story perhaps because Purdue was also familiar to me. (I went to

university in the same region.) His plans to study had seemed pretty cool. I was familiar with all the reasons someone might not qualify for a student visa, but couldn't figure out why he had not qualified. Purdue had seen an excellent student in an interesting field; at my window I saw a young man with a great academic background who was shaking with nerves.

It didn't make sense. So I told him to replace the expired 1-20 and come back.

What a thrill it was to get an e-mail from someone I'd met as a student applicant in Madras 16 years ago and then meet him for coffee in Washington, D.C. It was wonderful to hear what he had done and to know what a great contribution he and his wife will make to the Foreign Service. We can't wait to get together as a group.

The author is a consular officer in the Visa Office, Field Support and Post Liaison, Bureau of Consular Affairs.

Speaking Out

Outbrief participants give program ringing endorsement /// *By Ray Leki*

It takes insight, wisdom and courage to recognize one's limitations, actively seek information for one's own welfare and then share that information for the common good. Participants in the High Stress Assignment Outbrief program at the Foreign Service Institute have served in America's toughest diplomatic posts, fulfilled their obligation to learn more about the implications of serving in those posts and helped increase the Foreign Service community's capacity for success in expeditionary diplomacy.

While attendance at one of the versions of the program—either in a group format or as an individual—is mandatory for those returning from Iraq or Afghanistan, the course is highly recommended for all personnel returning from any high-threat or high-stress environment.

Nevertheless, compliance with the mandate is lower than it should be. For some, the course seems an unnecessary administrative burden. Others want to forget a difficult assignment. Some feel too numb, raw or overwhelmed to participate, and others fear the program represents psychotherapy that may adversely affect their careers—despite the Department's many assurances to the contrary.

"I attended the Outbrief only to set an example for others," said Ambassador Joe Mussomelli, chief of mission in Slovenia and a former leadership team member at the U.S. Embassy in Kabul. "If I could have gotten away without it being noticed, I probably would not have attended, but the time spent turned out to be well worth it."

Helpful Moderators

Mussomelli said the program's moderators were excellent—neither clueless, overbearing nor intrusive—and that the program "helped settle some of my experiences. The atmosphere was relaxed and collegial."

Another recent Embassy Kabul returnee agreed, saying: "I had low expectations for the Outbrief and was very pleasantly surprised to find it quite useful."

Deciding when to attend an Outbrief can be tricky—it takes some time for the telltale signs of decompression and re-adaptation to exhibit themselves. An Eligible Family Member who found a job in Kabul and accompanied her spouse to post said they initially "didn't think the Outbrief helped or was relevant at all, but after we arrived



Retired Navy Captain Dr. Christopher Kowalsky, left, who provides the Outbrief's psychiatric and deployment stress management talk, speaks with Foreign Service Health Practitioner Melissa Jefferson.

PHOTOGRAPHS: ED WARNER



Above: Jeff DaRin, left, and Keith Arrington have a discussion during a break in the Outbrief program. **Left:** Barbara Madar reacts to an idea offered by another Outbrief participant.



one said its chief benefit was that “it brought some of the elements from the subconscious mind to the conscious level. It is useful to have a trained professional point out certain things you had lived through but could not necessarily put into words. And it also makes you realize that you are not alone in having experienced certain things, which is reassuring.”

A recent returnee from service in Pakistan said, “I’d been back about three weeks when I attended the Outbrief, and was taken aback at how many of the symptoms I had privately thought to be just random and strange thoughts or actions that were actually being experienced by other returnees.”

at our next post and experienced some of the symptoms we had discussed in class, it was nice to have an idea of why they were happening and what we could do.”

Another Embassy Kabul participant added, “It also gave me concrete ways to try to deal with things.”

Many returnees from the U.S. Embassy in Baghdad have taken the Outbrief, and

RSOs Attend

Hundreds of regional security officers and assistant RSOs have attended the program, and one called it “a nice reminder that I’m human, and that it is natural and OK to feel some stress after living and serving under rough conditions.”

Another post security officer advised those

considering the Outbrief that, “You may learn something beneficial whether you realize it or not. It isn’t a cure-all, should you have long-lasting issues, but it points you in the right direction and reminds you that sometimes you have injuries you can’t see.”

“I found it useful to know that what I was going through was normal and to be able to tell my family that their experiences were normal, and I appreciated knowing that what they had gone through was in some ways worse than my stresses,” one attendee said.

“Even personnel who are experienced in working in war zones and other high-stress areas feel the need for such sessions,” said another attendee. “There is no stigma; it is not a counseling session or a ‘shrink’ session. It is someone with a relevant background mentioning several things that you may feel when you first come back. I felt like I was visiting a familiar colleague, and I was grateful for his advice and candor.”

Outbrief participants have served in Afghanistan, Iraq and Pakistan, and throughout the Middle East, Mexico, Madagascar, Mumbai, Madrid and elsewhere. They learn that their attendance is mandated to help them better understand phenomena they may encounter or be feeling and to understand what it might be like for colleagues returning from similarly difficult assignments who might not have the same resilience. The program also underscores the Department’s belief that everyone in the U.S. foreign affairs community should understand the psychodynamics of prolonged exposure to high levels of danger, extraordinary work loads and stress. ■

The author is director of the Transition Center, which sponsors the Outbrief Program.

Deputy Secretary
Tom Nides stands in a
Diplomatic Reception
room after the interview.





Department *Inner-view*

Q&A with Deputy Secretary Tom Nides /// *By Ed Warner*

Thomas R. Nides is the second person to serve as Deputy Secretary of State for Management and Resources, acting as the Secretary's alter ego and Chief Operating Officer of the Department. Previously, he was chief operating officer at the global financial services firm Morgan Stanley, worldwide president and chief executive officer of the public

relations company Burson-Marsteller and chief administrative officer of Credit Suisse First Boston. He also has held several positions in Washington, including chief of staff to the United States Trade Representative, executive assistant to the House Speaker and senior vice president at Fannie Mae. He spoke with *State Magazine* on April 4.

At your January swearing-in ceremony, Secretary of State Hillary Rodham Clinton described you as “a top advisor in government and politics, a leader in business and an expert manager of tens of thousands of employees.” Tell us a little more about your background and how these experiences inform your work as Deputy Secretary?

I spent my formative years working on the Hill and understanding what you need to do to get things done and the importance of treating the legislative branch with an enormous amount of respect. And also being sure you have persuasive arguments when you need things to get accomplished.

As for my corporate experience, you’re managing far-flung operations, as you do at the State Department. Interestingly enough, the head count at Morgan Stanley is about equal to that of the State Department—about 50,000. I’ve been enormously impressed by the quality of the talent that resides in this Department. Of all the upsides so far, the quality...the sheer IQ level and the commitment to the mission of those working at State has been the biggest positive upside of coming here.



As a manager, I like to get things done. I’m not one for saying no for no’s sake. At the end of the day, I like to get things done. I think my abilities in the corporate world are helpful here, but also I’m respectful of the process and how people got to their jobs and why they do their jobs. What makes me a better manager is

Above: Nides and Special Assistant Tom Mancinelli review his talking points.

Below: Nides goes over his agenda with Staff Assistant Angi Pendergrass.

that I’ve been through an enormous amount of crisis, so I’m used to crisis management.

What has been your experience with Department employees generally in terms of their motivation, commitment and competence? How do they compare to their counterparts in the private sector?

People like to say, What can the business world teach those in government, but that’s backward. The question should be what can people in government teach people in the private sector? In a crisis environment, government can demonstrate how to work with fewer resources and make it go farther. It’s much harder to get a senior government job than it is in many corporations. So, contrary to how people think the private sector is so brilliant, I flip that on its head; I think there are plenty of people in this building who can teach plenty of lessons. The people in this building have gotten their hands dirty—they’re true diplomats who care about the United States of America.

You have already traveled to Iraq, Afghanistan and Mexico. What did you take away from these trips?

In Iraq, we’re doing the largest military-to-civilian transition since the Marshall Plan. The men and women who’ve served there deserve a lot of awards; they’ve done a



spectacular job. Foreign Service officers, Civil Servants—including those on section 3161 appointments—and Locally Employed Staff all have the commitment to get this right, to understand the importance of what we've done there.

We want to get this right. This will be an unbelievable success story.

In Afghanistan, we're succeeding at the military mission, and we're quickly moving into the civilian mission, so the lessons we learn in Iraq will be easily translated into how we transition in Afghanistan. At the end of the day, it's about keeping America safer. We're in both countries for our own national security, and these men and women are on the front lines of protecting the United States. The highest level of our talent is serving in these countries, and I hope to reward those who serve; they serve in dangerous locations and should be rewarded, and their careers should benefit. I think we're trying to do that as we look at peoples' promotions.

What have been some other highlights of your first 100 days?

One highlight has been the breadth of intellect in this place; you walk into a room and you're talking to people who speak multiple languages... I was in Mexico and walked the consulate line, and talked to the people doing the interviews. They were articulate, enthusiastic, cared deeply about doing their job correctly. There was no sense of fatigue; they weren't tired of doing their job.

Secondly, I'm impressed with the depth of the issues we deal with at the State Department. Every day, I've got six or seven countries, six or seven other problems. The State Department is at the epicenter of what's going on in the world.

The third point is how unbelievably hard Secretary of State Hillary Clinton works. I knew that from afar but watching up close, I see the focus, commitment and credibility she has. I don't know where we'd be if we didn't have Secretary Clinton. We have a tough row to hoe, per the budget, and whatever we get is due to her unbelievably hard work.

Nides addresses the staff of the U.S. Embassy in Kabul, Afghanistan, during a town hall meeting in February.





The Secretary has asked you to manage complex operations around the world, especially in the frontline states of Afghanistan, Iraq and Pakistan. June is the start of the AIP bidding cycle. What would you like to say about service in the frontline states?

I'm in awe of those Foreign Service officers who say "I'm going to leave my family and go and work somewhere dangerous for a year or year and a half." I don't think there's anything more rewarding. So, as tough as it is, as anxiety ridden as it may be from a career perspective, working in a place like Afghanistan, Iraq or Pakistan on the front lines of keeping America safe is tremendous. We ought to recognize their service. That should reflect in their assignments after they select AIP service.

You assumed your position during challenging times, not only in terms

of the foreign policy challenges our country faces, but in terms of an austere budget environment. What do you think?

Make no mistake: We're going to have less resources than a year ago, and, as the Secretary says, we're going to have to do things faster, better, smarter. We must recognize the Ambassador-as-Chief Executive Officer model articulated in the QDDR and how we look at bureaus differently, how we look at 21st-century diplomacy. This is not about catchy slogans; the Secretary saw we'd have fewer resources than we currently have, and we need to show people that we understand and recognize the need to keep looking at ourselves to do things in a faster, better, smarter way.

So the challenge is, in a resource-constrained environment, how do we get dollars to stretch farther? Every

Above: Nides shakes hands with Secretary of State Hillary Rodham Clinton after his swearing-in ceremony in January.

Right: Nide's wife's Virginia, daughter Taylor and son Max attend his swearing-in ceremony.

man and woman of the Department needs to think about how they can do their job in a different way. And we've got to give those people the tools. So my job is to give them the opportunity and the tools to make our job that much easier.

In Egypt, for example, where we weren't previously talking about major changes in Egyptian policy, now we're talking about how we do assistance differently and the trade-offs. The same thing with Tunisia and Sudan. The world is evolving, situations are occurring, and we need to be flexible in our programs and how we spend our money.

The Secretary has emphasized the importance of the Quadrennial Diplomacy and Development Review as a means "to prepare ourselves and our institutions for the challenges of tomorrow." What are your priorities for implementation of the QDDR?



“I’ve a deep passion to leave the institution in as good a shape as when I came here.”

There are different buckets of priorities. The first is the whole-of-government approach, the management bucket, the things we can do to make ourselves more efficient; how we do procurement, technology and human resources—recruiting to reviewing. How do we make sure our management tools line up to diplomacy?

The second bucket is how we make the ambassador the mission’s chief executive officer. What tools, what authority is needed? What’s his or her relationship with the interagency? Ambassadors have multiple agencies that work for them. How do we empower ambassadors?

The third bucket is to look at our bureaus to make sure our bureaus line up with the problems we face today. For instance, how do we look at our energy and economics bureau to make sure we set these up in a way we want in the future? This is a

quadrennial review, done every four years, but there’s no magic bullet of what you can accomplish in year one and year two.

Tell us something about your interests beyond your work at the Department, about your family and hobbies?

I’ve got two kids, a 16- and 12-year-old—the loves of my life. My wife is a reporter for ABC News. I’m a terrible golfer but like playing. I like people, I enjoy the back and forth with people, a good argument, ribbing people to release tension in an organization. I feel it’s imperative to have a good time when you do these things.

You are the second person to fill this position. How do you hope to build on the work of former Deputy Secretary Jack Lew? What do you hope to leave behind as your legacy?

Jack is a giant, and I have no illusions I can equal the job he did. What I need to do is be the advocate of people. I need to make the arguments for the men and women

of this Department in very difficult times. The Secretary is committed to accomplish a lot in the next two years, and what we see around the world is that we must do everything in our power to do it right, including the Iraq transition and the Afghanistan transition.

I’ve a deep passion to leave the institution in as good a shape as when I came here. I understand my job is to support the men and women here and provide them all the tools they need to do their job successfully.

All I care about is that, when I leave, people say his heart was in the right place; he clearly cared about the place; it wasn’t about his ego; he fought as hard for us as Secretary Clinton does; and he was a good steward of the Department.

Additional information for assignments in Afghanistan, Iraq, and Pakistan can be found at <http://intranet.hr.state.sbu/RecruitmentStaffingEmployment/priorityassignments/Pages/default.aspx>. ■

The author is deputy editor of State Magazine.



Building Excellence

OBO opens nine new buildings /// *By Christy Foushee*

In the last 12 months, the Bureau of Overseas Buildings Operations completed nine embassy compound and office annex projects and developed a new Design Excellence initiative to promote delivering high-quality facilities that represent the best of American architecture, engineering, technology, art and culture.

The latest total brings to 78 the number of new embassy projects completed since 1999, an average of slightly more than 11 annually. The projects provide safer facilities for more than 23,000 people.

Among the projects completed in the past 12 months was the new embassy compound in Addis Ababa, Ethiopia. The multi-building complex, for which ground was broken a little more than two and a half years ago, provides more than 1,000 embassy direct-hire and Locally Employed Staff, including those of the U.S. Mission to the African Union, with more than 19,000 square meters of working space. One of 30 new facilities OBO has erected in Africa since 1999, the Addis Ababa project integrates green building techniques and was one of the first Leadership in Energy and Environmental Design-registered facilities in Ethiopia.

Consular Opening

Thousands of miles away in one of the world's largest island chains, OBO just completed a consular facility in Manila, the Philippines. The new facility boasts 99 teller windows on two levels and a waiting area capable of serving 850 visitors. The project has office space for more than 550 American and LE Staff from more than 15 agencies, and the only Veterans Affairs Regional Office and outpatient clinic located outside the continental United States. During construction, more than 2,200 workers worked on the project 14 hours a day, 7 days a week.

The Department's first small secure mini compound was completed in Bandar Seri

Begawan, Brunei, in October 2010. The mini compound provides all the security and safety features of a standard embassy compound for posts having fewer than 45 desks.

The new embassy compound in Malta is surrounded by settlements dating to the Classical period and Middle Ages. Malta's superintendent of cultural heritage directed the site's archeological excavations, which uncovered three zones of archeological remains. Two of them were preserved and covered, while the third was left partially exposed for viewing. The dig uncovered storage and agriculture artifacts, circular pits and the remains of human burials dating to 100 B.C.

The new office building in Bandar Seri Begawan, Brunei, glows in the twilight.





Above: The new embassy compound in Riga, Latvia, stands surrounded by snow. **Right:** Ground was broken for the new embassy compound in Addis Ababa two and a half years ago.

OBO's landscape architect designed a stone garden to preserve, celebrate and interpret the site's archeological resources.

Trees Preserved

The new embassy compound in downtown Sarajevo was officially dedicated by Secretary of State Hillary Rodham Clinton in October. During the siege of Sarajevo from 1992 to 1995, most of the area's trees were cut for firewood, except for those now on the NEC, which were left untouched to provide protection from snipers. The trees lining the NEC's entrance and the "Sarajevo Roses"—round blast marks on the sidewalks near the NEC that were painted red in remembrance of the civilians killed—are a reminder to visitors of what the country endured.



In Riga, Latvia, OBO's construction contractor faced a major challenge in 2009–2010: one of the coldest winters ever recorded. The contractor persisted, and the new facility was completed in January.

Built during a time of political unrest in the Fiji islands, the NEC in Suva, completed in April, incorporates local design characteristics, important environmental features and all required security standards while reflecting the openness for which the Pacific community is known.

The facility also represents how OBO projects benefit the local community by advancing local workers' skills and providing a transfer of technology that will benefit its local partners.


Excellence Initiative

Beyond building embassies and consulates, OBO is enhancing diplomatic construction worldwide. In April, OBO rolled out plans for a Design Excellence initiative that will incorporate the best methods, technologies and staff abilities.

This bureau-wide effort will deliver embassy complexes that represent the best of American architecture, engineering, technology, art and culture. More information and OBO's Guiding Principles of Design Excellence are at www.state.gov/ofo.

With 33 projects in design and construction, and the Design Excellence initiative underway, OBO is positioned to build upon its successes. ■

The author is OBO's director of external affairs.

A large crowd of people is gathered in a city square in Prague, Czech Republic, for a speech by President Barack Obama. The President is standing at a podium on a stage, facing the crowd. The background features historic European architecture, including a building with a red-tiled roof and a church spire. The American flag is visible on the right side of the image.

President Barack Obama delivers his first major speech on nuclear nonproliferation in Prague, Czech Republic, in 2009.

Nuclear Mission

Department implements Prague nonproliferation agenda /// *By Alexandra Bell and Erin Harbaugh*

A little more than two years ago, President Barack Obama told a crowd of thousands in Prague, Czech Republic, of America's commitment "to seek the peace and security of a world without nuclear weapons."

The President's multistep, multilayered plan for mitigating and eventually eliminating the nuclear threat, known as the Prague Agenda, may take decades to accomplish, but each of its steps make the United States, its allies and the world safer.

Secretary of State Hillary Rodham Clinton positioned the State Department for a major

role in implementing the Prague Agenda. For the past two years, under the leadership of Under Secretary for Arms Control and International Security Ellen Tauscher, the bureaus of Arms Control, Verification and Compliance and International Security and Nonproliferation have been advancing key elements of the Prague Agenda.

Fundamental Role

AVC led the Department's participation in development of the Department of Defense's 2010 Nuclear Posture Review, which reduces the role of nuclear weapons

in America's defense posture by declaring that the fundamental role of U.S. nuclear forces is deterring nuclear attacks against the United States and its allies and partners.

AVC Assistant Secretary Rose Gottemoeller has also led efforts to reduce strategic nuclear weapons through the negotiation, ratification and entry into force of the New START Treaty with the Russian Federation. The treaty will reduce the levels of U.S. and Russian strategic nuclear weapons and commits both nations to the goal of disarmament.

The Bureau of International Security and Nonproliferation

conducted diplomatic outreach for the April 2010 Nuclear Security Summit, where 47 nations and three international organizations met in Washington, D.C., to pledge to take specific steps to prevent nuclear terrorism and secure all vulnerable nuclear materials worldwide in four years. One month later, Ambassador Susan Burk led the U.S. delegation at the successful Nuclear Nonproliferation Treaty Review Conference. The conference produced a final document that included a balanced, consensus action plan to advance the treaty's pillars of nuclear

nonproliferation, peaceful uses of nuclear energy and disarmament.

“For the NPT and the larger nuclear nonproliferation regime, the Prague speech proved a game-changer,” Ambassador Burk said at the Department’s Generation Prague Conference in March. “It gave a coherent center to our NPT diplomacy, reinforced the U.S. commitment to the treaty and to advancing each of its pillars together, and energized the many parties committed to upholding the treaty.”

The bureau is now leading the Department’s efforts to implement the action plans agreed upon at the 2010 NPT Review Conference and continuing its work on the Proliferation Security Initiative, the Global Initiative to Combat Nuclear Terrorism, the Nunn-Lugar Cooperative Threat Reduction Program and the ongoing implementation of UN Resolution 1540. By stemming the spread of weapons of mass destruction, these nonproliferation efforts help create the conditions in which disarmament can take place.

Next Steps

To move the Prague Agenda forward, AVC is working on the next steps in nuclear reductions. These include planning bilateral discussions on further reductions in U.S. and Russian strategic, nonstrategic and nondeployed nuclear weapons, and expanding this process to include other countries. Other Prague Agenda issues include ballistic missile



Above: Secretary of State Clinton, center, gathers with Department personnel who supported the 2010 NPT Review Conference. **Below:** Jon Wolfsthal, special advisor on Nonproliferation and Nuclear Security to Vice President Joe Biden, makes a point to the AVC-ISN Generation Prague Conference alongside, from his left, Rose Gottemoeller, assistant secretary of state for Arms Control, Verification and Compliance; Vann Van Diepen, acting assistant secretary of state for International Security and Nonproliferation; and Ambassador Susan Burk, the President’s special representative for nuclear nonproliferation.

defense cooperation, space security and conventional armed forces in Europe.

There is also work to be done on U.S. ratification of the Comprehensive Test Ban Treaty and the negotiation of the Fissile Material Cut-off Treaty. With such a long “to-do” list, Assistant Secretary Gottemoeller said in a February speech, “Success will require new and innovative approaches to the challenges we face,” in addition to “patient, meticulous and sometimes painstaking work.”

Beyond managing nonproliferation initiatives, ISN will continue working on securing vulnerable nuclear materials and preparing for the 2012 Nuclear Security Summit in Seoul, South Korea. It will also continue developing a new framework for civil nuclear cooperation, so that countries can have access to peaceful nuclear power without increasing the risks of proliferation. A help in this regard is the recently approved International Atomic Energy Agency fuel bank, which will help assure the reliability of

fuel supply and assist countries to use nuclear energy without building fuel cycle facilities.

The work of AVC and ISN on the Prague Agenda calls for cohesive efforts with many other State Department operations, including those of regional bureaus and embassies. For instance, the securing of fissile material is impossible without involvement of sound export controls and careful energy planning, and development and implementation of multinational agreements cannot be achieved without strong U.S. missions in New York, Geneva and Vienna. The nuclear issue is in all corners of the globe and every issue area, from climate change to human rights.

As President Obama said in Prague, “a call to arms can stir the souls of men and women more than a call to lay them down. But that is why the voices for peace and progress must be raised together.”

More information on the bureaus’ work is at state.gov/t. ■



Alexandra Bell is an advisor in the Bureau of Arms Control, Verification and Compliance. Erin Harbaugh is a public affairs specialist in the Bureau of International Security and Nonproliferation.



Post of the Month





Vatican City, the world's smallest state,
is a UNESCO World Heritage Site.

Holy See

Unique U.S. mission
works to build bridges
/// By J. Nathan Bland, John
Degory and Antonio Agnone

As daylight breaks over St. Peter's Square and the piazza begins to fill with tourists, members of the Curia of the Roman Catholic Church finish saying or attending mass before busying themselves with the work of their tiny city-state with a global mission. The throngs of people queuing to enter the Basilica of St. Peter to see Michelangelo's "Pietà" or touch the right foot of the statue of Saint Peter often fail to realize the complexity of the religious and international political work that goes on inside the Vatican.

As the central government of the Catholic Church, the Holy See operates out of the world's smallest sovereign state, Vatican City. Its head of state, Pope Benedict XVI, was elected for life in April 2005. Only 572 people have Vatican citizenship. One can walk the perimeter of Vatican City in about an hour. Yet the Holy See's influence reaches more than 1.3 billion Catholics, roughly the same number as the population of China. Furthermore, the church's extensive humanitarian aid networks positively affect the lives of millions, Catholics and non-Catholics alike.

Under international law, the Holy See enters into treaties with other countries and sends and receives diplomatic representatives. The Holy See has diplomatic relations with 178 states and is a member or observer in nearly every major international organization. Only three or four other states conduct diplomatic relations on a wider scale.



Above: Staff Assistant John Degory, right, chats with Archbishop of Galilee Elias Chacour at an embassy event. **Top:** Driver Umberto Bernardini prepares homemade polenta for an embassy lunch.



A Singular Partnership

Americans debated for two centuries whether the Constitution permitted the United States to have formal relations with the Holy See. Contemporaneously with that debate, however, the United States maintained lively informal contacts with the Holy See. In 1788, for example, an emissary from Pope Pius VI asked Benjamin Franklin in Paris if the new U.S. government would allow him to name a new bishop for the United States. Franklin, later backed up by James Madison as president of the Congress, sent word back that the Pope could name whomever he wanted—and without consultation with the American government. The colonies fought the Revolution to win freedom, they said, including freedom of religion.

After many twists and turns, the United States established formal diplomatic relations with the Holy See in 1984. The relationship is clear: American diplomats engage with officials from the Holy See and its affiliated organizations on international issues while scrupulously avoiding involvement in purely religious matters, such as the form of Catholic masses.

The U.S. Embassy to the Holy See is a small, single-agency post with five Foreign Service officers. Miguel H. Diaz became the ninth U.S. ambassador to the Vatican in 2009. "Embassy Vatican," as it is also known, is part of the Rome Tri-Mission, which also includes the U.S. Mission to Italy and the U.S. Mission to the United Nations Agencies in Rome. Neither Embassy Vatican nor the residences of its staff are located inside Vatican City, due to its small size. Located on the scenic Aventine Hill, the embassy overlooks the ancient Circus Maximus and the ruins of the Forum. Embassy staff live throughout Rome.

Other aspects of service at the embassy are also distinctive. For instance, protocol requirements are stricter in Vatican City than in almost any other place that hosts a U.S. embassy. Men accredited as diplomats to the Holy See must wear white tie and tails to events with the Pope, while women must don modest, preferably floor-length, black gowns and black lace veils.

While diplomats regularly conduct meetings in Italian, Spanish, English, French, Portuguese, German and Polish, the official language at the Holy See remains Latin. Even the two ATMs inside Vatican City



Clockwise from left: Deputy Chief of Mission Julieta Valls Noyes grants an interview to Vatican Radio; The Pope presides over mass, as seen from the diplomatic section of St. Peter's Basilica; Inside the Apostolic Palace, from left, are Brenda Soya, Antonio Agnone, Ambassador Miguel Diaz, DCM Julieta Valls Noyes, Nathan Bland and Rafael Foley; Public Affairs Officer Nathan Bland speaks at a reception while his wife Shannon looks on.



Post of the Month

The Embassy to the Holy See manages a set of issues that is unusually broad and complex for a small post.





Papal Audience Hall solar panels curve in front of St. Peter's Basilica as new architecture meets old. In 2007, the Vatican agreed to become the first carbon neutral state.

Right: A Missionaries of Charity group prays at the Lourdes Grotto in the Vatican Gardens.
Below: The Golden Gate Boys' Choir makes a holiday visit to the embassy.



offer Latin as an operating language. Diplomats accredited to the Holy See, Catholic or not (and there is no requirement that officers be Catholic to serve here), attend masses and other religious events as part of their official duties. Diplomats see the Pope regularly in formal or ecclesiastical settings but do not have occasion to interact informally with him.

Shared Global Priorities

Differences in style aside, diplomatic contacts between the embassy and the Holy See follow traditional patterns. Embassy officers meet regularly with their counterparts in the Holy See's equivalent of a ministry of foreign affairs and other Vatican offices, and also attend conferences, lectures, receptions and other events. A network of more than 400,000 priests, 750,000 nuns, 75,000 monks and millions of lay volunteers around the world provides information to the Vatican. This immense network makes Vatican City a well-known "listening post" where the United States can gain new international insights. In many ways, Embassy Vatican is a bilateral post with a multilateral agenda.

The embassy collaborates closely with the Holy See on shared priorities such as interfaith dialogue and action, global health and economic development. In October 2010, for example, Embassy Vatican teamed with a pontifical university to host an international conference called "Building Bridges of Hope," bringing together Christians, Jews and Muslims to discuss development, conflict prevention and environmental protection. The embassy also hosted a conference in May on public-private partnerships to combat trafficking in persons.

Embassy officers coordinate regularly with Holy See and affiliated offices on global humanitarian aid, development and education. Globally, the Catholic Church and its affiliated groups run more than three million schools, including more than 1,300 universities. In addition, they run approximately 5,000 hospitals, 9,000 orphanages and 15,000 homes for the elderly and ill. The United Nations estimates that Catholic agencies provide 27 percent of all care to HIV/AIDS patients worldwide. And Catholic Church-related relief organizations are often among the first responders to global crises, as they were for the Haiti earthquake.



Protection of the environment is also a shared priority. Vatican City is on track to become one of the world's first carbon-neutral states. It recently installed a huge array of solar panels over the Paul VI Hall, where the Pope holds audiences in inclement weather. It also runs wind farms and robust recycling programs, and the Holy See is making plans to purchase an electric "Popemobile." The Holy See sent high-level delegations to climate talks in Copenhagen and Cancun and is working through its aid agencies to provide relief for populations hurt by climate change.

Messaging Platform

The Catholic Church is the world's oldest social network, and the Holy See has the capability to deliver its message to followers in remote parts of the world. Established in 1931, Vatican Radio transmits programs in 42 languages. *L'Osservatore Romano*, the Vatican's semi-official newspaper, has readers in many countries. By working with its partners in the Vatican to amplify U.S. messages, the embassy connects with a large, global audience—often in places unreachable by traditional means. The Embassy expands that audience through social media such as Facebook and YouTube.

In 2010, more than two million pilgrims traveled to Vatican City to see Pope Benedict XVI in person. Many passed through Embassy Vatican. In the past two years, the Embassy has organized visits by President Barack Obama, members of Congress, Supreme Court justices, circuit court judges and senior military delegations. All roads, it seems, lead to Vatican City.

The Embassy to the Holy See manages a set of issues that is unusually broad and complex for a small post. By engaging with this unique host government and its tremendous worldwide network, Embassy Vatican looks forward to continuing its work as a bridge builder between the world's religions, governments and citizens. ■

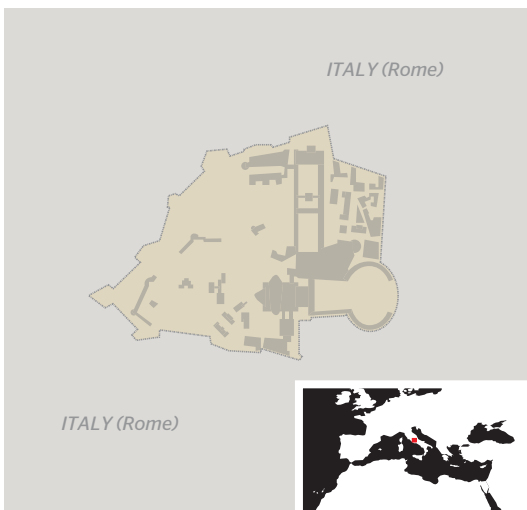
J. Nathan Bland is public affairs officer, John Degory is management officer and Antonio Agnone is political and economic officer at the U.S. Embassy to the Holy See.



The Vatican choir sings during a Papal mass.

At a Glance >>>

The Holy See (State of the Vatican City)



Government type: Papacy; ecclesiastical, governmental and administrative capital of the Catholic Church

Area: 0.44 sq. km. (109 acres)

Comparative area: About 0.7 times the size of The National Mall in Washington, DC

Population: Approximately 830 citizens and residents

Ethnic Groups: Italians, Swiss and others

Languages: Italian, Latin, French, various other languages

Industries: Printing; production of coins, medals, postage stamps; mosaics and staff uniforms; worldwide banking and financial activities

Currency (code): Euros (EUR)

Internet country code: .va

Source: Country Background Notes



Refuge at State

Sixty years ago this month, horrified by the millions of victims slaughtered or displaced by Nazism, world leaders created a strong international system of protection for persecuted people, the 1951 United Nations Convention Relating to the Status of Refugees.

The most vulnerable refugees are resettled in a third country, and since 1975 the United States has resettled almost three million, more than all other countries combined.

Former refugees work in almost every Department bureau. For instance, John Thon Majok, who was born in Southern Sudan, is the coordinator for special projects in the Office of Alumni Affairs of the Bureau of Educational and Cultural Affairs. He has

also worked on a program sponsored by the U.S. Agency for International Development and served as an intern for former Arizona Congressman Jim Kolbe.

Uprooted by War

Majok was uprooted in 1987 by the Sudanese civil war, which killed more than two million people, including his relatives. He said he walked 1,000 miles barefoot to find refuge in Ethiopia and Kenya. After 14 years living in refugee camps, he was resettled by the U.S. government in 2001 as part of the group known as the “lost boys” of Sudan. Less than four years after his U.S. arrival, he received a bachelor’s degree in public management from

the University of Arizona; he is now finishing a Master of Public Administration degree. Majok met his future wife in the refugee camp. They were married in 2007 and now have a three-year-old daughter.

“My faith in God and family values sustained me through all the adversities of war and refugee life,” Majok said.

Another former refugee who works for the Department is Nouzong Vang, a support services specialist in the executive office of the Budget and General Services Division that serves several T bureaus.

Vang fled Laos following the Vietnam War with her parents and seven siblings and spent two years in a refugee camp in Thailand before

Several Department employees are former refugees /// *By Olivia Hilton and Gina Wills*



Left: Alex Konick stands in his living room before a pyro-engraving of the U.S. flag containing U.S. historical scenes, including one of his “Statue of Liberty wedding” and another denoting the birth of his children. **Above:** Nouzong L. Vang stands with the American flag shortly after being sworn in as a Civil Service employee in December 2010.

arriving in the United States in 1977.

On arrival, “none of us spoke a word of English, but by the time I was in the fourth grade I knew enough that I was often asked if English was my first language,” said Vang, who grew up in Southern California.

She said many of the female Hmong refugees in the United States married early or stayed in their local communities, but she went to college in northern California and after graduation worked in a San Francisco investment firm.

“I aspired to have my own career but

put that dream on hold after I married my husband, an Army officer,” she said. “It was not until he was assigned to the U.S. Embassy in Dakar, Senegal, nine years later that I was able to combine my cross-cultural and interpersonal skills with my desire to work overseas while representing and promoting U.S. interests.”

Vang said she hopes to join the Foreign Service and someday become a deputy chief of mission. “I have seen firsthand the work that our embassies do overseas, and I want to help lead the efforts,” she said.

No Freedom

A third former refugee at the Department is Alex Konick, a visa specialist in the Bureau of Consular Affairs. Konick, who was born in Romania, said his family was relatively prosperous—a doctor father, a pharmacist mother—but he lacked the freedom to travel.

“My father instilled in me a passion for world geography and a fascination with world cultures,” but the nation’s Communist regime wouldn’t let his father have a passport, Konick said. With only the clothes on his back, Konick escaped Romania in 1982 by cutting through a barbed-wire fence on the Yugoslav border and made his way to a refugee camp in Italy. He arrived in New York City on Nov. 17, 1982.

“I have seen firsthand the work that our embassies do overseas, and I want to help lead the efforts.”

“I call this my ‘freedom birthday’ and celebrate it each year,” he said.

Konick got his first passport when he became a U.S. citizen in 1988 and looks at it regularly. “I could not believe that I was the owner of the most precious freedom document in the world,” he said. In 1989, Konick graduated from Columbia University with a bachelor’s degree in economics. In 2010, he received a master’s degree in information technology from Marymount University.

Konick was married in 1990 on Ellis Island, with the Statue of Liberty as a distant backdrop, and now has two children.

“When my wife joined the Foreign Service in 2003, I decided to follow her,” he said. “We’re looking forward to this summer’s move to the U.S. Embassy in Belgrade, Serbia.”

Additional stories about Department employees who are former refugees are at www.state.gov/g/prm and on Facebook at <https://www.facebook.com/State.PRM>. ■

Olivia Hilton is deputy director of the Office of Multilateral Coordination and External Relations in the Bureau of Population, Refugees and Migration. Gina Wills is a public affairs specialist in that office.



Mission Critical

Team maintains Department's essential functions /// *By Eric C. Vore*

Should an international terrorist group detonate a bomb in a Midwestern city or a warning be issued of a coming attack in the national capital region, the State Department's Mission Critical Team stands ready. In fact, it simulated those and other scenarios during the Department of Homeland Security's Eagle Horizon 2010 continuity of operations exercise last year.

The Mission Critical Team, approximately 250 senior Department employees with a range of experience and subject-matter expertise, is a vital component of the Department's continuity of operations program. Presidential executive orders and directives require federal departments and agencies to have continuity programs to ensure the government's survival and continuation of national essential functions during a national

security emergency. Should a high-level threat endanger essential Department operations, the MCT would be deployed to a secure site outside the Washington, D.C., area.

Primary Functions

The Department has identified four "primary mission-essential functions" that it must fulfill to support the performance of national essential functions. They are:

- Formulate and implement the foreign policy of the United States,
- Establish and maintain diplomatic relations with foreign nations,
- Develop and maintain international situational awareness and report on conditions overseas that bear on foreign policy, and
- Provide consular services to support and assist U.S. citizens and businesses abroad.

During the Cold War, federal continuity programs were configured to meet the threat of a massive nuclear attack. In the 1990s, the Department reconfigured its continuity programs to respond to more limited "all-hazards" scenarios, including natural, man-made and technological disasters and national security emergencies. To meet directives requiring that each

federal agency have a continuity of operations team, the Department instituted the MCT program.

During a national crisis, the President or Secretary of State would direct the MCT to deploy to a classified emergency relocation site. The notification comes from the Centralized Emergency Notification System, administered by the Office of Emergency Management's Emergency Management Center; the executive director of an MCT member's bureau; or OEM's Diplomatic Continuity Programs Division, which administers the MCT program.

On arrival at a designated assembly point, team members would receive as much information as possible about the incident that caused the deployment. They would get additional briefings while traveling to the relocation site in government-provided transportation.





Mission Critical Team program coordinator Kathy Shippe, at left, discusses administrative details for the upcoming Eagle Horizon 2011 exercise with, from left, Diplomatic Continuity Programs staff members John McDermott and William Akintuyi.

Upon arrival at the site, they receive administrative and security briefings, then begin reestablishing the Department's primary mission-essential functions and other functions. They also undertake taskings from the deputy secretary or a designated authority, direct deployment of the Department's resources and reconstitute the full capabilities of the Department as soon as possible. Their deployment could last from 24 hours to 90 days—until Department operations returned to normal.

During Eagle Horizon 2010, the MCT response cell showed creativity and initiative in resolving problems presented

by the scenario. They included coordinating offers of foreign assistance, accounting for the whereabouts and well-being of Americans in an earthquake zone or an airplane crash, and locating and assisting foreign citizens in the area of a terrorist attack. During the Eagle Horizon 2011 national exercise on June 23, MCT volunteers will focus on reconstitution, the process by which surviving and/or replacement Department personnel would resume normal Department operations at the Harry S Truman Building or a replacement primary facility following a catastrophic disaster or terrorist attack.

The Duties

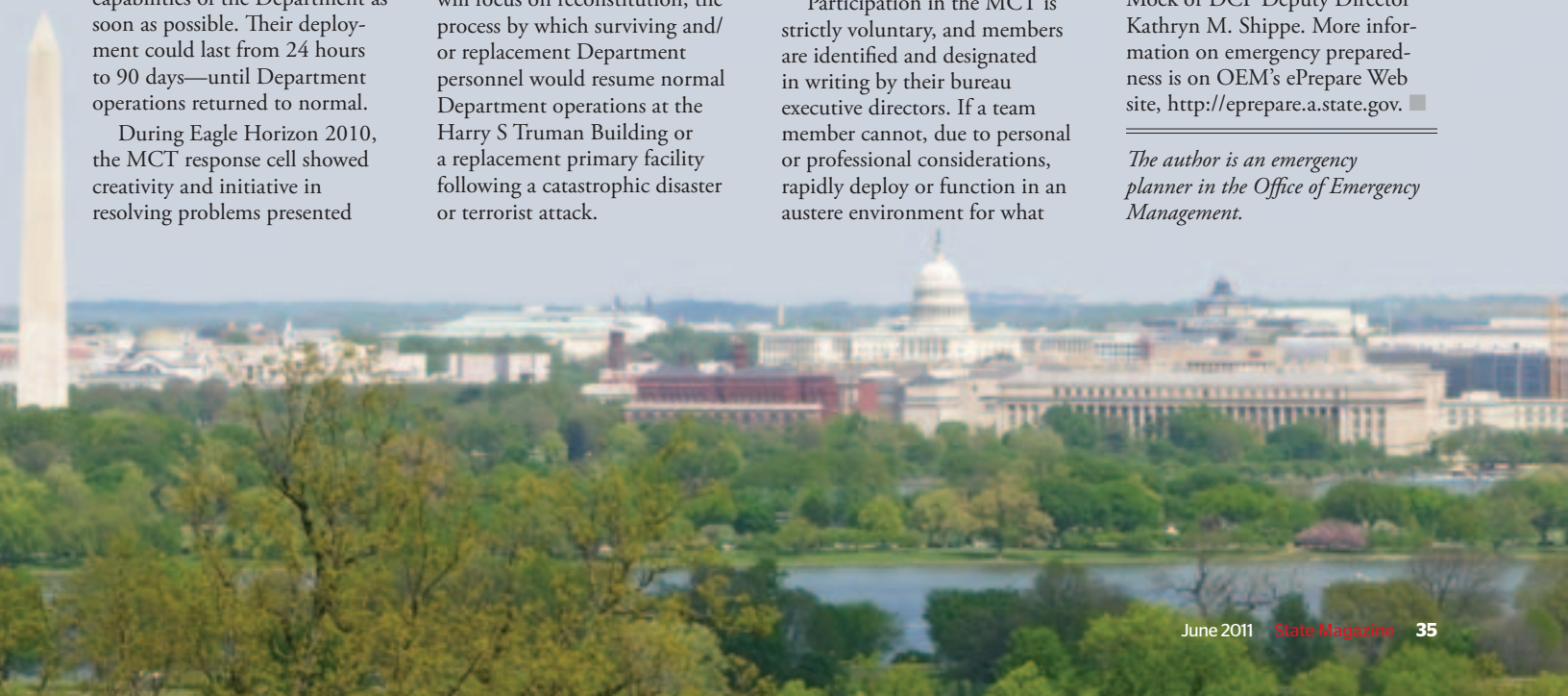
MCT members are responsible for verifying that they or their executive office have access to all of the vital information needed, were they to be deployed or involved in MCT alert and notification exercises, bureau continuity tabletop exercises, mandatory annual MCT orientations or a national continuity exercise.

Participation in the MCT is strictly voluntary, and members are identified and designated in writing by their bureau executive directors. If a team member cannot, due to personal or professional considerations, rapidly deploy or function in an austere environment for what

may be an extended period, he or she should consider asking to be removed from the MCT roster. MCT primary and alternate members must also confirm their MCT status in the Centralized Emergency Notification System at <https://cens.a.state.gov>.

For additional information, contact Diplomatic Continuity Programs Division Director Art Mock or DCP Deputy Director Kathryn M. Shippe. More information on emergency preparedness is on OEM's ePrepare Web site, <http://eprep.a.state.gov>. ■

The author is an emergency planner in the Office of Emergency Management.



Yeakula makes a point during a discussion at a Wayne State University class.



Learning Success

Liberian student wins U.S. accolades

/// By Karen Newman

A public diplomacy program conducted by the U.S. Mission to the United Nations has blossomed since its 2006 launch and changed at least one life, that of Moriah Yeakula.

In 2006, USUN engaged foreign missions accredited to the United Nations in a discussion at U.N. headquarters on the education of girls in the developing world. The panel was part of a three-day program that also took the participants to U.S. universities.

The program featured participants from Afghanistan, El Salvador, India, Indonesia,

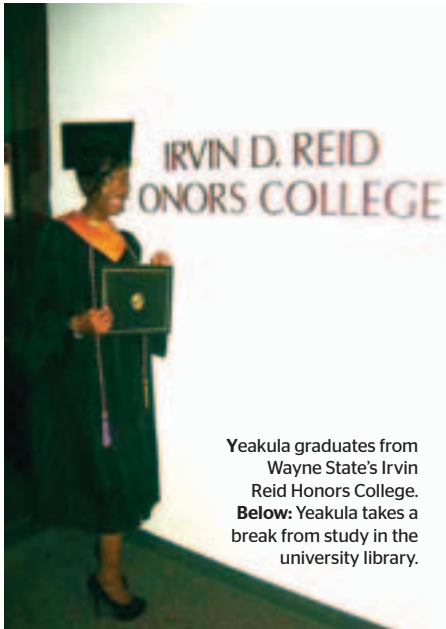
Liberia, Palestine and Uganda; a panel that included former Executive Director of UNICEF Ann Veneman; and U.S. Cultural Ambassador Mary Wilson, formerly of the Supremes. The program also featured educators from several regions discussing the responsibility of governments for the education of girls in the developing world.

Yeakula attended the program accompanied by a Liberian teacher who was in the delegation of educators, recalled Millie Meyers, USUN press advisor.

"When they first arrived," Meyers said. "I took them to do a piece for National Public Radio's Story Corps at Grand Central Station. They were petrified of the escalators."

Meyers said Yeakula, then 17, had come "from a very difficult educational situation" in her homeland.

Yeakula was selected from a pool of five Liberian female students to visit three U.S.



Yeakula graduates from Wayne State's Irvin Reid Honors College. Below: Yeakula takes a break from study in the university library.

universities, including Wayne State in Detroit. Former U.S. public delegate to the U.N. Yousif Boutros Ghafari had developed a connection with the school. Yeakula, then a freshman at a Liberian university, was subsequently invited to study at both Rhodes College, in Memphis, Tenn., and Wayne State. Wayne State's former President Irvin Reid had heard her speak at the U.N. program and had encouraged her to attend the school as a Liberian International Student Scholar. Yeakula enrolled in 2007 with help from the university and a United Methodist Women Scholarship.

Yeakula was also involved with the Liberian Literacy Foundation and helped host a book drive in support of the foundation's "A Million Books for a Million Lives" campaign for Liberian schoolchildren. Impressed by her effort, Wayne State became the first American university to partner with the Liberian Literacy Foundation.

Yeakula ultimately gained two bachelor's degrees, in economics and sociology, and

graduated with honors in December. She was involved with several student organizations, eventually serving as president of the Wayne African Student Society and a member of the Wayne State Board of Governors' Academic Affair Committee.

In Detroit, she volunteered with the Red Cross and Salvation Army, and eventually was honored with the Michigan Campus Outstanding Student Award. She also hosted a radio talk show called "Giving Back" on the first U.S.-based online Liberian radio station.

"I am convinced that one day Moriah will be the President of Liberia," Reid later said, citing her energy and ability.

Now in Liberia, Yeakula aims to enroll in law school. She said she'll use what she learned from the exchange program to ensure the welfare of other young Liberians and focus on expanding the discussion on women and youth issues. ■

The author is a Franklin Fellow in USUN's press and public diplomacy section.



A full-page photograph of a person in a white, hooded protective suit, likely a chemical or biological hazard suit. They are wearing a gas mask with large, dark lenses and a yellow filter canister attached to the side. They are also wearing black gloves and yellow rubber boots. The person is walking towards the camera on a paved surface, possibly a sidewalk or street. The background shows a building with a doorway and some steps. The overall tone is serious and urgent.

Emergency Action

Training readies Embassy
Damascus responders

/// By J.R. Kulik

A member of the
First Responder
Team models his
protective suit.

PHOTOGRAPHS: THOMAS MURRAY

SITUATION REPORT: At 14:35 hours, the regional security office at the U.S. Embassy in Damascus, Syria, received an urgent call from the post's mail-screening facility. An employee had just opened an envelope under the facility's ultraviolet ventilation hood and discovered a white, powdery substance. The employee's weapons-of-mass-destruction training kicked in as she calmly and carefully secured the envelope in the hood and awaited the embassy-wide response effort that was about to unfold.

Within minutes of receiving word of the incident from the RSO, several members of the embassy's first-responder team gathered outside their response room and began donning their fluorescent green protective suits and respirator masks. The first responders helped each other step into the protective suits and fastidiously tape-closed any seams where a potentially lethal substance could seep in.

While the first responders prepared themselves and their equipment, the Marine security guard at Post One made an announcement informing the embassy community of the incident and instructing staff to avoid the area and await further instruction.

The first responders were ready for action almost before the announcement was over. A line of buckets and brushes was set up, and the process of decontamination was about to begin.

Fortunately, the above scenario was just that: the culminating exercise offered in a joint training effort between the Bureau of Diplomatic Security's Weapons of Mass Destruction Division and the regional security office at Embassy Damascus. Over the course of four days, instructors Drew McCan and

Doug Demskie from the WMD Division taught more than 150 American and Locally Employed Staff how to recognize and respond to WMD incidents.

Saied Shehabi, a locally employed computer management assistant, praised the instructors for building good teamwork and offering excellent examples. Shehabi should know, since this is the fourth time that he has participated in post-sponsored WMD training.

Equally impressed with the caliber of the training, Consular Officer Mimi Asnes said it was a unique opportunity to observe how local cultural and religious traditions can play a part in the way first responders interact with potential victims. In a world where one often thinks of WMD incidents in terms of a large mushroom cloud, Asnes pointed out that this training focused on the personal elements

of being hands-on with victims. She noted how respectfully both American and LE Staff members on the first responder team engaged in the decontamination exercise, simulating disrobing and thoroughly cleansing male and female colleagues, in spite of a socio-cultural paradigm that esteems modesty.

Such respect and trust are essential at a post like Embassy Damascus, where the host-country WMD response capabilities are very limited. As Office Management Specialist Teresa Thacker told the first responders, "If a WMD incident ever happens here, all we have to rely on is one another."

But Thacker had a lot more to offer than encouraging words. It was she, with the help and support of the RSO and health unit staffs, who spearheaded the idea of a more robust first responder team. This team, unlike prior versions

that existed at post, will receive further medical and safety training to augment what they learned in the WMD course. The idea is to create a cadre of well-trained volunteers who can come to the aid of their colleagues across a wide range of emergency situations. In the process, Embassy Damascus benefits from the example of teamwork, leadership and esprit de corps set by the team.

Unfortunately, real-life incidents similar to the scenario presented at the beginning of this article are becoming far too common. Recent events in which

American and other embassies around the world have received suspicious "white powder" letters lend credence to the adage that safety is everyone's responsibility. They also underscore the importance of having a group of well-trained, motivated first responders at post that can step up to address the special circumstances presented by WMD incidents, natural disasters and other large-scale events.

Thanks to the efforts of the RSO and health unit, the training by the WMD instructors, the support of post management and the dedication of every first responder, Embassy Damascus can feel safer knowing that its team is always ready to respond. ■

The author is an assistant regional security officer at Embassy Damascus and coordinator of the post's first responder team.



Above: First Responders Ala'a Al Hassany, left, and Saied Shehabi don protective suits in preparation for work on the decontamination line. **Left:** Sergeants Isaac Harrison, foreground in blue, and Stephen Rivera, background in striped shirt, are decontaminated by members of the First Responder Team.



Better Accommodations

Division reaches out to those with disabilities /// By Ed Warner

Whether holding the title of disability analyst, coordinator or program manager, a relatively new category of federal employee has emerged with the job of assisting other federal employees who have disabilities.

A presidential executive order calls on federal agencies to increase hiring and retention of persons with disabilities. The State Department responded by forming the Disability Reasonable Accommodation Division in the Bureau of Human Resources in late 2009. DRAD has since hired six new staff members: Disability Resource Analysts Carlynn Marsh and Scott Duncan, Selective Placement Coordinator/Recruiter Michael Wolfe, Paralegal Specialist Kristin Giuliano, Management Analyst Emmie Hoover and HR Assistant Karen Grimes.

Both Marsh and Wolfe have backgrounds in recruitment and recruit persons with disabilities in line with the executive order. They also focus

on ensuring Department compliance with other regulations and laws regarding disability.

Recently named Employee of the Year by *Careers and the DisABLED* magazine, Duncan works with employees to identify their needs for “accommodations”—the tools to let them do their jobs. These tools can be as simple as scheduling flexibility or as complex as “assistive technology,” which includes special computer keyboards or the software that vision-impaired employees can use to have their computers read e-mails or make a computer’s on-screen images much larger. Duncan specializes in using technology to address the needs of his 25-30 clients, most of whom have vision impairments—as he does himself.

DRAD recently opened a Computer Accommodations Technology Center in Foggy Bottom that has six workstations where employees with visual, hearing, speech, mobility

or dexterity limitations can try out assistive technology hardware and software.

DRAD’s disability program coordinator is Eliza Bethune-King. She reviews employees’ requests for accommodation to ensure they meet the definition of a person with a disability and determines appropriate accommodation. She also certifies that the proper steps were taken when an employee seeks to retire due to a disability.

Bethune-King has been performing accommodations work since she undertook it as a collateral duty in 1995. Since then, “the program has grown by leaps and bounds,” she said, so much so that she moved to doing it full time in 2001.

DRAD Director Patricia Pittarelli said the program analysts, also known as disability resource analysts, advise her and Bethune-King on disability and reasonable accommodation

issues and provide research and analysis, technical advice and guidance, and disability awareness training. They also coordinate how DRAD will handle accommodation requests.

Beyond the executive order, Pittarelli said several factors led to DRAD’s creation, including legislation that expanded the definition of “disabled,” the Americans with Disabilities Act Amendments Act of 2008 and the federal government’s increased emphasis on hiring disabled veterans.

Bethune-King mentioned another factor: By having the Department’s accommodations role centralized in one division in HR, bureaus don’t need to be concerned with how disabled employees will be accommodated. DRAD does the work, making it easier for bureaus to hire someone with a disability, she said. ■

The author is deputy editor of State Magazine.



Eliza Bethune-King is DRAD's disability program coordinator.

En Pointe Performances

Wind Ensemble and Ballet Return to Cultural Series /// By John Bentel

The Foreign Affairs Recreation Association and State of the Arts Cultural Series kicked off 2011 with a series of programs featuring pianists, a wind ensemble, a ballet group and a versatile singer.

In January, pianist Merzana Kostreci presented a delightful recital of music by Bach, Beethoven, Chopin and Debussy. Born in Albania, she started playing piano at the age of six and has appeared as a soloist on the national and international stage and as a member of the Friday Morning Music Club in the Washington, D.C., area. Her sensitive and nuanced playing received resounding applause.

As part of February's Black History Month Celebration, Assistant Legal Advisor Michael Peay offered an appealing mix of classics from "The Great American Songbook." He began with "We Shall Overcome," a protest song and anthem of the U.S. civil rights movement, then followed with a hymn and classical and jazz selections, including bossa nova.

Back for its second performance, the INR Wind Ensemble in March presented classical offerings from a wide range of composers.

Members of the group include Stephen Weigert, saxophone; Steven Halter, cornet; Jim Sanders, trumpet; Daniel Kobayashi, trombone; and Daniel Severson, French horn.

The Ballet Theatre of Maryland, the state's premier professional ballet company, also returned for its second appearance in March. The group features classic American dance ideals—freedom, energy, athleticism and emotion—and portrays values and themes from American and Maryland literature and culture. The program featured a medieval theme complete with knights in armor and maidens in distress that was warmly received.

Bruce Hartley, long-time supporter and performer for the State of the Arts series, rocked the Dean Acheson Auditorium with country, rock, jazz and blues in April. His selections included songs from the 1940s to the present. He used his signature song, Leon Redbone's "Walking Stick," to reflect on his 22 surgeries and need for a walking stick, adding that he is grateful for his mobility. ■

The author is director of information resources management in the Executive Secretariat.

Upcoming Events

June 15
Mira Ensemble—
Chamber Music

June 29
West-Eastern Divan Orchestra

July 13
Piano Prodigies

July 27
Winner of Young Artist
Piano Competition

August 10
Barrett Smith, Piano

August 24
Adam Grode, Music of
Central Asia

September 7
Brazilian Music—
Roberto Tyson, Guitar,
and Arch Thompson, Flute

September 21
Annual Talent Show

*Performances are on Wednesdays
at 12:30 p.m. in the Dean Acheson
Auditorium unless otherwise noted.*





The author plays the flute in his debut with a Noh theater group.



Star Turn

Taking diplomacy to the Japanese stage
/// By Mark S. Dieker

Although I'm busy as one of only four officers at the U.S. Consulate in Fukuoka, Japan, I've had many opportunities to pursue my hobby of performing on the Japanese stage. The experience immerses me in Japanese culture, thus making me a better diplomat.

A memorable example of this was my role as an American diplomat in a historical play "The Tale of Otojiro Kawakami and Sadayakko." The play tells the story of Fukuoka-born actor and political activist Otojiro Kawakami and his wife Sadayakko, a former

geisha. Otojiro is best known for his political satire "Oppekepe," in which he urged the Japanese public to embrace liberty, and Sadayakko has been called Japan's first actress.

Invitation to Act

When I heard the famous Hosei Hasegawa was writing this play, I offered to help by researching Otojiro and Sadayakko's visits to the United States, including the time they performed in front of President William McKinley in 1900. The Fukuoka American

Center uncovered a trove of 100-year-old newspaper articles. When I presented this material, he asked me to be in the play.

I consulted with the Office of the Historian to keep my costume historically accurate, and practiced my lines daily for weeks to make sure I remembered them.

"Don't worry about speaking too fluently," the director of the play told me. "Better not to speak Japanese too well." He also coached me, in what I thought was a hilarious irony, to "act more like a diplomat."

Finally, I performed to two packed houses of more than 2,000 people at the famous Hakataza Theater in Fukuoka. NHK, Japan's national TV network, aired the three-hour play in its entirety, and two TV documentaries were made about it.

On stage for the final curtain call, I saw row after row of people—including my wife and daughter—in tears. They'd been touched by what they'd seen, and I was proud to have been a part of it. Afterward, one colleague said my involvement in the play was

“deeply awesome” and another said, “You definitely get the prize for most well-rounded diplomat.”

For me, the highest praise I received was when a little Japanese girl opened her playbill to a photo of me and asked for my autograph.

Yes to Noh

I got my start on the Japanese stage by chanting, dancing and playing the flute as part of an international performance in the Noh theater style at the Ohori Park Noh Theater, located across from the consulate. Noh is a 700-year-old form of classical Japanese musical drama, and studying it has been a great way to learn about Japan’s traditional culture and make friends from all over the world.



Clockwise from left: The author gathers with other Noh enthusiasts; Dieker, in suit, performs as a 19th-century American diplomat in “The Tale of Otojiro Kawakami and Sadayakko;” Sheet music for “The March of the Foreign Service.”



The highlight of my Noh performance was dancing with an *ogi fan* in front of the chorus. Afterward, I hosted a reception at my residence for the multinational cast and played a song I’d written on the piano featuring lyrics from the performance. I also nominated the great Noh actor Yukinori Takao, whose worldwide performances include one in the amphitheater in New York’s Central Park, to participate in this year’s International Visitor Leadership Program.

The best thing to come out of my involvement in Noh, however, has been my daughter’s budding interest in it. She started by watching me on stage, studied

under the same teachers as I and made her own debut at the Ohori Park Noh Theater. Maybe someday we’ll even get the opportunity to perform together.

Marching On

I also love to write music, and the composition I’m proudest of is “The March of the Foreign Service.” People have told me it has a jazzy sound, which I attribute to my love for American music, especially jazz, folk and rock and roll. When I wrote the march several years ago, I wasn’t emulating any other song but happily found later that its first four notes echo the intro to “When the Saints Go Marching

In”—one of my favorites.

I’ve since performed “The March” for colleagues worldwide. One said this song could do more to boost our *esprit de corps* than anything else he could imagine; another called it “our Battle Hymn of the Republic.” I’ve heard the song played several times publicly, including at a recent Rotary Club event where I was invited to give a speech, and this made me think maybe the song could see wider use. How cool would it be, for example, to hear it performed at a Foreign Service swearing-in ceremony? Maybe it could even someday become our official Foreign Service song.

My thespian inclination is not

unique amongst the consuls in Fukuoka. Former Principal Officer Margot Carrington performed in full kabuki attire and make-up at a charity kabuki event, and former Public Affairs Officer Tracy Taylor was grace personified in a traditional *Nihon-buyo* Japanese dance. Current Principal Officer Jason Cubas and Public Affairs Officer Mike Chadwick are now following in their footsteps.

Consulate Fukuoka is a great place for anyone interested in pursuing a love for the dramatic arts. ■

The author is the consul for Political and Economic Affairs at the U.S. Consulate in Fukuoka.

Appointments

U.S. Ambassador to Montenegro

Sue Katharine Brown of Texas, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to Montenegro. Previously, she was director of the Office of Southern African Affairs and before that deputy chief of mission in Accra, Ghana. Other postings include Eritrea, Niger, France, Indonesia, Liberia, Kenya, Nigeria and Côte d'Ivoire. She is the mother of five children.



U.S. Ambassador to Kenya

Scott Graton of New Jersey, a retired Air Force major general and diplomat, is the new U.S. Ambassador to the Republic of Kenya. He lived in Kenya as a child and early in his Air Force career was assigned to the Kenyan Air Force as an instructor pilot. Later, he commanded a task force during Operation Iraqi Freedom. After retiring from the Air Force, he worked with organizations dedicated to reducing poverty and providing safe water to vulnerable populations. Most recently, he served as President Barack Obama's special envoy to Sudan.



U.S. Ambassador to Turkmenistan

Robert Patterson of New York, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to Turkmenistan. Previously, he was counselor for Somalia Affairs at the U.S. Embassy in Nairobi. Other postings include Moscow, Hungary, Ukraine, Armenia and East Africa. Before joining the Department, he served in the Air Force. He is married to Foreign Service officer Inmi Patterson.



U.S. Senior Official for the Asia-Pacific Economic Cooperation Forum

Kurt Tong of Maryland, a career member of the Senior Foreign Service, class of Counselor, was accorded the rank of Ambassador during his tenure as U.S. Senior Official for APEC. Previously, he was director for Korean Affairs. Before that, he was director for Asian Economic Affairs at the National Security Council. Other postings include Manila, Tokyo, Beijing and Seoul.





JoAnn Clayton, 77, wife of retired Foreign Service officer Jim Clayton, died of ovarian cancer at home in Oklahoma. She accompanied her husband on postings to Guinea, Cyprus, Moscow, Ankara, Stockholm, Dominican Republic, Bangkok, Taipei, Mauritania and Yemen. She enjoyed making a lovely and welcoming home wherever they resided. She was a devoted member of her church and a Stephens Minister.



Lowell Evans Diamond, 80, a retired Department employee, died Jan. 15 of an embolism at his home in St. George, Utah. He served in the Navy during the Korean War and also with the Special Forces. He worked for the Department for 25 years. He was a champion ski jumper, had a great sense of humor and was active in his church.

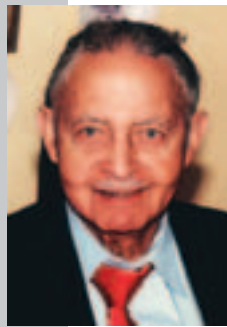


Maynard Wayne "Mike" Glitman, 77, a retired Foreign Service officer, died Dec. 14 after a long journey with dementia in Shelburne, Vt. He joined the Department in 1956 and served in Nassau, Ottawa, Paris, U.S. Mission to NATO in Brussels and as ambassador to Belgium. He played a key role in arms control issues. After retirement, he wrote articles for foreign affairs publications and served as diplomat in residence and adjunct professor at the

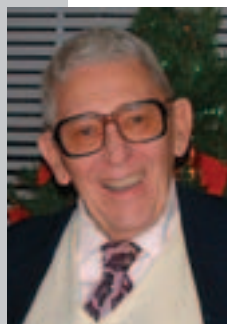
University of Vermont. He enjoyed hiking and skiing in the woods and mountains of Vermont.



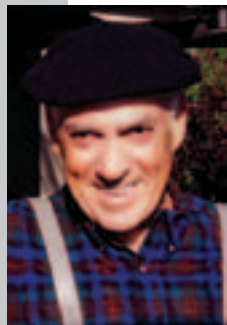
Nick Green, 76, a retired Foreign Service officer, died Feb. 7 in Northville, Mich. After serving 20 years in the Army, he joined the Bureau of Diplomatic Security in 1977 and retired in 1989. His postings included San Salvador, London and Lagos. He earned an award for valor. He enjoyed his grandchildren, sailing, flying, fishing, reading and writing his autobiography.



Donald R. Griffin, a retired Foreign Service officer, died Jan. 16 of complications from leukemia in Fairfax County, Va. He was a consular officer and traveled extensively. After retiring, he spent the last years of his life in McLean, Va.



Harry Rosebrugh Hargis, 88, a retired Foreign Service officer, died Feb. 27 in Rockville, Md., of pulmonary complications. He served in the Army Air Corps during World War II and joined the Department in 1948 as a cryptographer. He served in Vienna, Manila, Paris, Mexico, Korea and Panama. After retiring in 1966, he worked as a correctional counselor at the Maryland Correctional Institution for Women until 1984. A great storyteller with a terrific sense of humor, his greatest enjoyment was spending time with his granddaughters.



Warren Lavorel, 75, a retired Foreign Service officer and international trade expert, died Feb. 27 of an aortic dissection in Tucson, Ariz. He served in the Army and Central Intelligence Agency before joining the Foreign Service. His postings included Manila, Paris, Luxembourg, Brussels and Geneva. He held senior positions with the General Agreement on Tariffs and Trade, World Trade Organization and Office of the U.S. Trade Representative. He had a passion for

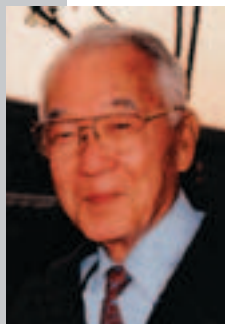
baseball and enjoyed traveling, hiking and spending time with family and friends.



Geneil Clay Maska, 84, a retired Foreign Service secretary, died April 5 in Windsor, N.C. During her 38-year career with the Department, she was posted to England, Ethiopia, France, Germany, Greece, Italy, Kenya, Spain, Switzerland and Zaire. She enjoyed music, traveling and her family.



Donald E. Norton, 77, a retired Foreign Service communications officer, died Feb. 10 of bone cancer in Asheville, N.C. He served in the Army before joining the Foreign Service in 1955. He was posted to Bombay, where he met his wife Jennifer; Stockholm; Bonn; Tunis; Karachi; Tel Aviv; London; Copenhagen; Addis Ababa; Wellington; and Colombo. He retired in 1989.



Toshio G. Tsukahira, 95, a retired Foreign Service officer, died March 5 of natural causes in Los Angeles, Calif. He served as a military intelligence officer in World War II. His Department postings included Tokyo, Fukuoka and Bangkok. After retiring in 1975, he taught at the Foreign Service Institute, Johns Hopkins School for Advanced International Studies and Princeton University.



Ralph Scarritt Jr., 91, a retired Foreign Service officer, died Jan. 6 at his home in Asheville, N.C. He served in the Navy during World War II and joined the Department in 1953. His postings included Venezuela, Mexico, Belgium, France, Brazil and Egypt. He played a role in the 1979 Israel-Egypt Peace Treaty. After retiring in 1979, he was active in the Asheville Civitan Club. He enjoyed lively political discussions, the Chicago Cubs and dogs, especially bassett hounds.



James Lewis Tull, 80, a retired Foreign Service officer, died March 12 at his home in Alexandria, Va. After serving in the Navy, he entered the Foreign Service in 1958. His postings included Cali, London, Montevideo, Santo Domingo, Nicosia, Bogotá and San José. He retired in 1990. An oral history of his career made by the Association for Diplomatic Studies and Training is available online.



Leslie A. Scott, 75, a retired Foreign Service officer, died April 12 in Annandale, Va., of injuries sustained in an auto accident. He joined the Department in 1958 and served in Mexico, Philippines, Dominican Republic (where he won an award for heroism), El Salvador, Burma and Peru. After retiring in 1984, he became a consultant. In 2001, he returned to work in the Department Operations Center and on other Department projects until his death. He enjoyed traveling in Europe and

spending time in Aspen, Colo.



Edwin "Heinz" Zimmerman, 79, a retired Foreign Service officer, died Feb. 25 of pneumonia in McLean, Va. He joined the Department in 1964 and served in Lagos, Bangkok, Vienna, Seoul and Athens. After retiring in 1990, he consulted with the Department on facilities management and oversight issues. When the Soviet Union dissolved, he traveled to the newly independent states to help establish American embassies. He was active in his church and enjoyed history, reading and

spending time with his family and friends.

In the Event of a Death...

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary to *State Magazine*, please contact Bill Palmer at palmerwr2@state.gov or (202) 203-7114.

Retirements

Foreign Service

Bajek, Michael Lee	Malinke, Raymond K.
Basso, Dianne L.	McGee, Patrick James
Cate, Sally L.	Mims, John Anthony
Dupuis, Christa Angelika	Muehleisen, Lucy H.
Elrod, Thomas A.	Patterson, Joan D.
Failla, Ann M.	Pope, Robert J.
Gidley, Edith S.	Scott, Charles K.
Gilsdorf, Warren Lee	Sides, Ann B.
Harris, Jamuna D.	Silos, Robert J.
Hays, Ellen J.	Slotta, Gregory S.
Imwold, Dorothy S.	Smyth, Richard Henry
Jackson, Clyde J.	Stocky, Eric
Jeffroy, Brigitte A.	Stubblefield, Lavis R.
Johnson, Kitty Ann	Verville, Elizabeth G.
Jones, Constance C.	Weir, Gail R.
Keller, Jeannie S.	

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Armstead, Joanne Carol	Mays, Charles B.
Barnes, Mildred D.	McCaffrey, Diana A.
Bates, Carol P.	Myers, Stephen D.
Boudreau, Sandra M.	Newman, Frances L.
Fairbanks, Dolores E.	Peralta, Lina B.
Glavis, George O.	Peterson, Pura G.
Hambrick, Barbara K.	Phillips, Bermadine B.
Hawkins, Charles H.	Pond, Luanne B.
Johnson, David Timothy	Reiley, Louise N.
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Long, Barbara Anne	Smith, Ora B.
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Lozovina, Jo Ann	Taecker, Kevin R.
Lucas Jr., Robert W.	Welch, Patrice M.
Mangal, Shiu P.	Wilson, Greta S.
Martin, Aimee Moore	

Coming In Our
July/August Issue:



Department Played
Key Role in U.S.
Space Shuttle Program

DOS Celebrates
Foreign Affairs Day

OPS Center
Hits 'Big 5-0'

...and much more!



Expect the Best, Prepare for the Worst

Expecting the best while preparing for the worst is a staple in modern diplomacy. This issue takes you behind the scenes to show some of that preparation.

The Mission Critical Team, a vital component of the Department's continuity of operations program, consists of 250 senior employees with a range of experience and expertise. Presidential orders require each Department to have in place such programs to ensure the government's

survival and continuation of essential functions during a national security emergency. Any threat that endangers essential Department operations triggers the MCT's deployment to a secure site outside the Washington, D.C., area.

Once deployed, the all-volunteer MCT must be prepared to fulfill mission-essential functions for what could be an extended period. Among those functions: formulate and implement the foreign policy of the United States, maintain diplomatic relations with foreign nations, maintain awareness of international situations and provide consular services for U.S. citizens and businesses abroad.

Volatility seems to be the world norm these days, more so in some areas than others. Situations develop quickly and often deteriorate into violence just as quickly, so preparing for any scenario is both practical and prudent. That was the thinking behind a recent joint training exercise between the Bureau of Diplomatic Security's Weapons of Mass Destruction Division and the regional security office at the U.S. Embassy in Damascus.

WMD instructors taught more than 150 Americans and Locally Employed Staff how to recognize and respond to WMD incidents. Embassy employees praised the training as an opportunity to learn how local cultural and religious traditions can influence how first responders interact with potential victims. One FSO noted in particular the first responder team's respect during the decontamination exercise. The training could prove instrumental in creating a cadre of well-trained volunteers who can help their colleagues across a wide range of emergency situations.

About two years ago in Prague, President Barack Obama unveiled a complex plan with the lofty goal of eventually eliminating the threat of nuclear weapons. Although the multilayered plan, called the Prague Agenda, will likely take decades to accomplish, the Department has already assumed a major role in implementing it. For the past two years, the bureaus

of Arms Control, Verification and Compliance and International Security and Nonproliferation have worked on key elements of the plan.

AVC led efforts to reduce strategic nuclear weapons through the negotiation, ratification and entry into force of the New START Treaty with the Russian Federation. ISN conducted diplomatic outreach for the April 2010 Nuclear Security Summit where 47 nations and 3 international organizations pledged to take steps to prevent nuclear terrorism and secure all vulnerable nuclear materials within four years. The two bureaus also work closely with other DOS operations, including regional bureaus and embassies, to implement parts of the Prague Agenda around the globe.

Last but not never least, a final salute to our colleagues en route to their final posting: *JoAnn Clayton; Lowell Evans Diamond; Maynard Wayne "Mike" Glitman; Nick Green; Donald R. Griffin; Harry Rosebrugh Hargis; Warren Lavorel; Geneil Clay Maskia; Donald E. Norton; Ralph Scarritt Jr.; Leslie A. Scott; Toshio G. Tsukahira; James Lewis Tull; and Edwin "Heinz" Zimmerman.* ■

Rob Wiley
Editor-in-Chief

SOUND ADVICE FROM
LUCINDA FERN-BARR,
MOST THOUGHTFUL
PERSON
AT
STATE



"MY DEPUTY CHIEF OF MISSION KEEPS A SNAKE IN HIS OFFICE. HE'S AGGRESSIVE AND SCARES PEOPLE - WHAT SHOULD I DO?"

PERHAPS A CHILL COULD ACCOUNT FOR THE AGGRESSIVE BEHAVIOR - PERHAPS YOU COULD KNIT A NICE SWEATER?

ALSO ONE FOR THE SNAKE...



AGGLES 2011

"HOW DO I MAKE MYSELF STAND OUT AT A LARGE EMBASSY?"

THIS BRIEFING MEMO SMELLS FUNNY - BUT STRANGELY APPEALING...

THANK YOU, FORKMORE FRAGRANCE'S "EAU DE BACON" - JUST A SPRITZ IN THE MARGIN!



"IF MY DEPUTY ASSISTANT SECRETARY IS A NARWHAL, AM I OBLIGED TO GIVE HER A GIFT DURING NARWHAL APPRECIATION WEEK?"

REGULATIONS ARE VERY STRICT ABOUT GIFTS TO SUPERVISORS, ESPECIALLY WHEN THEY DO NOT HAVE OPPOSABLE THUMBS...



"I AM UNCOMFORTABLE WITH MY ABILITIES, BUT SHOULD I STILL TRY TO DO GREETINGS IN THE LOCAL LANGUAGE?"

ABSOLUTELY! YOUR EFFORT WILL BE APPRECIATED AND HOW FAR WRONG CAN YOU GO?

BZPLSTVGST! WZLWZL?

(WHY DOES THIS MAN WISH TO FLING EXPIRED SNOW CONES AT MY MINIVAN?)



"I HAVE BEEN INVITED BY THE FOREIGN MINISTRY TO A CULTURAL EVENING WHICH INCLUDES A FOUR HOUR PERFORMANCE OF THE TRADITIONAL CLOGGING MIMES DANCE - DO I REALLY HAVE TO GO?"

CLOG CLOGGITY CLOG CLOG CLOG

YES, YOU DO. YOU MAY LEAVE, HOWEVER, BEFORE THE TRADITIONAL BELCHING OF SHOW TUNES...





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